

U.S. ARMY MEDICAL COMMAND
HEALTH CARE ACQUISITION ACTIVITY
STRATEGIC PLAN



FORT SAM HOUSTON

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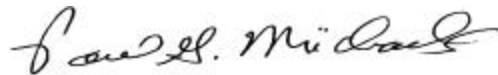
INTRODUCTION

The National Performance Review began a series of changes in our government and the Department of Defense that have changed every facet of our government operations. The Defense Reform Initiative published as a result of the Quadrennial Defense Review has designed a roadmap for further change, to include paperless contracting. The Department of the Army has stepped up to the challenge.

The U.S. Army Medical Command leads the way in rightsizing our organization and reengineering our business processes. Our new workforce is composed of military, civil servants, and contractors. Our contracting support plays a key role in this volatile environment in accomplishing the MEDCOM mission.

Acquisition Reform likewise plays a key role in our ability to adapt to the fast-changing needs of our customers. The contracting community is transitioning from a workforce of "processors" to a workforce of acquisition professionals who are business advisors. We are tasked to challenge low value processes throughout the acquisition cycle, to embrace successful best practices, to encourage risk management, and to make sound business decisions based on the best value.

The purpose of this Strategic Plan is to provide a vision of the path we need to travel and to establish goals and objectives so each member of our organization understands his role in our journey to remain an organization united toward a common purpose. Our focus is on external outcomes affecting our customers, rather than internal outputs, always keeping in mind that our product is not the contract we write, but the health care delivery for our customers, the Army soldier and his family, that our contract delivers.



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MISSION

The U.S. Army Medical Command Health Care Acquisition Activity provides business advice and medical acquisition support to the Army community and joint partners worldwide. We perform the full spectrum of the command's Health Care Contracting Program, delivering high quality medical services, supplies, and equipment to our customers.

VISION

To be a customer-focused acquisition center of excellence supporting health care missions with an emphasis on health care services, committed to empowering employees, and using innovative business practices.

VALUES

Our organizational values reflect Army and U.S. Army Medical Command (MEDCOM) values and, together, form our value system. We use our value system to guide us in the decisions we make and the actions we undertake.

ARMY VALUES

Loyalty
Duty
Respect
Selfless Service
Honor
Integrity
Personal Courage

MEDCOM VALUES

MEDCOM embraces Army values as its core values and adds Absolute Patient Focus.

Absolute Patient Focus: We will be committed to providing exemplary health services to all entrusted to our care.

HCAA VALUES

Health Care Acquisition Activity (HCAA) embraces Army and MEDCOM values as its core values and adds Teamwork, Customer Service, Candor, and Empowerment.

Teamwork: We value teamwork amongst our **customers**, **contractors**, and our **acquisition personnel**. This acquisition team is vital to the success of the command's contracting program. Through this team we seek contributions from our customers in terms of needs, concerns, and opinions. We seek contributions from our contractors in terms of partnerships, which provide mutual benefit, continuous improvement, open communication, and fair treatment. Acquisition personnel rely on this team to execute high quality contracts that meet the needs of the customer while motivating contractors.

Customer Service: We value our customers. Our customers are the reason we exist. The needs, concerns, and opinions of our customers are central to us. We include our customers in our contracting decisions, we keep our customers informed, and we consider them to be an integral part of the acquisition team.

Candor: We value candor. We believe in sound business advice and functional independence; we are a fair and honest broker, and everyone's informed opinion counts.

Empowerment: We value our people. We believe our acquisition professionals must be well-trained and highly qualified. We believe that they should be properly resourced, that they should be empowered, and that they should be supported in the decisions they make. We believe that they should be encouraged to embrace reasoned risk.

STRATEGIC GOALS

1. Expand customer base.

- Identify our customers
- Determine customer needs
- Develop acquisition strategies that effectively meet customer needs in terms of quality and timeliness
- Develop and market tools that will facilitate implementation of acquisition strategies
- Implement acquisition strategies

2. Broaden acquisition planning. Proactively seek acquisition information (recurring and new/future requirements) from our customers to be used to posture HCAA to effectively meet customer needs and provide quality business advice.

3. Improve organizational effectiveness.

- Fully implement and continuously improve the center/satellite concept of operations
- Strategically place resources to improve effectiveness (cells and centers)
- Improve communication between HCAA, regional contracting offices (RCOs), and centers
- Define roles and responsibilities of RCOs and centers
- Empower personnel
- Leverage Acquisition Reform initiatives

CORE PROCESSES

1. **Provide business advice.** Provide business advice to customers who are internal (i.e., within HCAA, recipients of our contract services) or external (i.e., Assistant Secretary of the Army (Acquisition, Logistics and Technology), other agencies) to MEDCOM. Provide advice on acquisition strategies, including potential offloading of requirements. Focus on improving efficiency and effectiveness.

2. **Organizational Strategy and Management.** Perform activities that continuously improve the human and technical infrastructure required to accomplish our mission. Ensure the quality of services provided is high and customers' expectations are exceeded. Perform the following types of activities:

- Automation
- Resourcing
- Employee Development

3. **Acquisition Management.** Perform activities required to develop, complete, and monitor procurements. Continuously improve the acquisition process and its end products. Ensure compliance with statutory, regulatory and agency requirements. Some acquisition management activities are:

- Acquisition Reform (Government Purchase Card Program, Performance Based Service Contracting, Past Performance Information Management System)

- Acquisition Policy
- Acquisition Planning
- Contract Management (includes contract award and administration, reporting, etc.)
- Customer Training
- TRICARE Support